



DEVELOPING A WINNING VALUE PROPOSITION

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AREA SCIENCE PARK: 3 CAMPUSES



Padriciano Campus

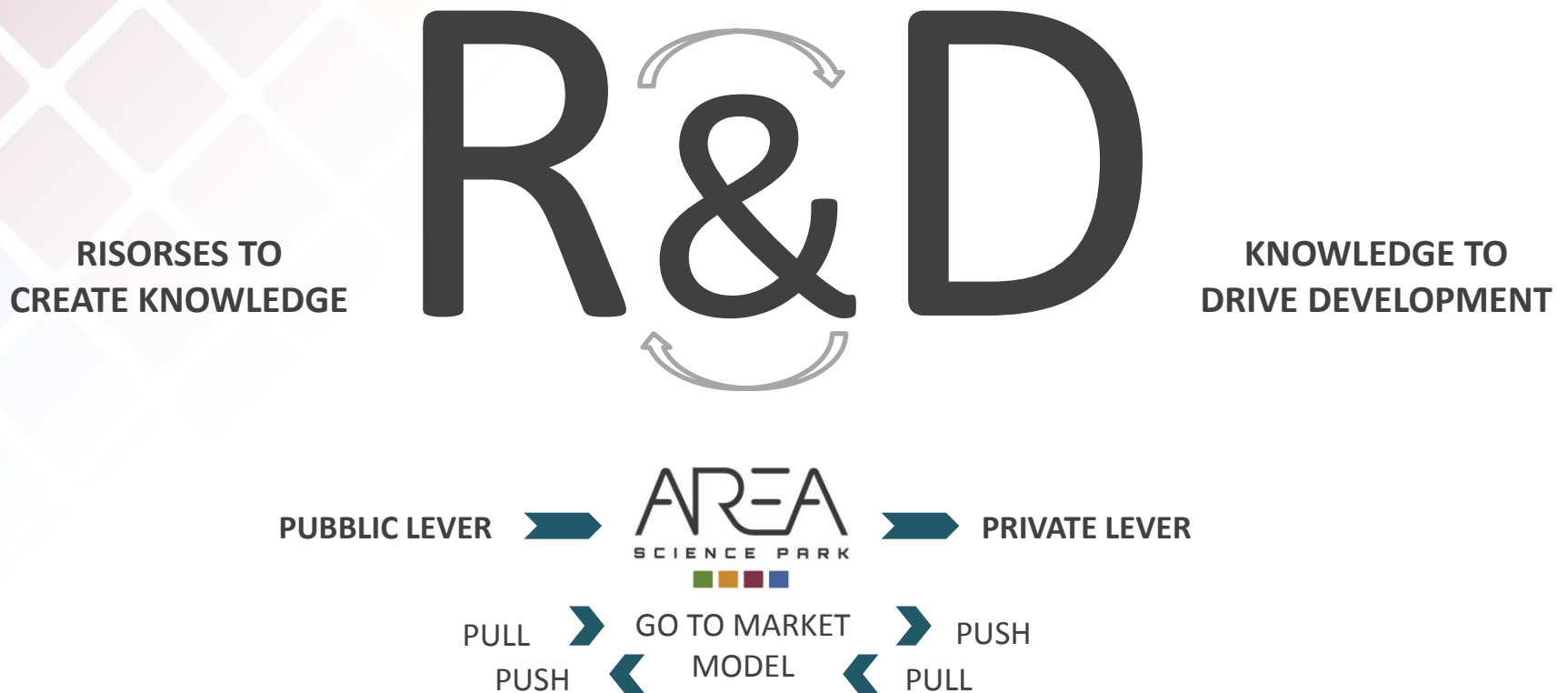


Basovizza Campus



TechnoAREA Gorizia

AREA SCIENCE PARK: A DRIVER OF PUBLIC/PRIVATE PARTNERSHIPS



EVOLUTION STRATEGY: 4 LINES OF ACTIVITY



CAMPUS

MANAGEMENT AND DEVELOPMENT OF THE SCIENCE PARK

Since **1978** the leading Italian science and technology park. Public Research Body, under the control of **MIUR**



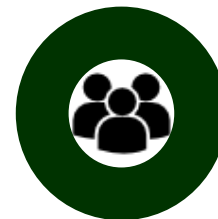
Hosts **88 High-Tech R&D Centers**, helping them to grow.
80 private companies
8 public research bodies



> 9 m€/year
from competitive projects



3 campuses - 94.000 sqm
total surface area for R&D activities

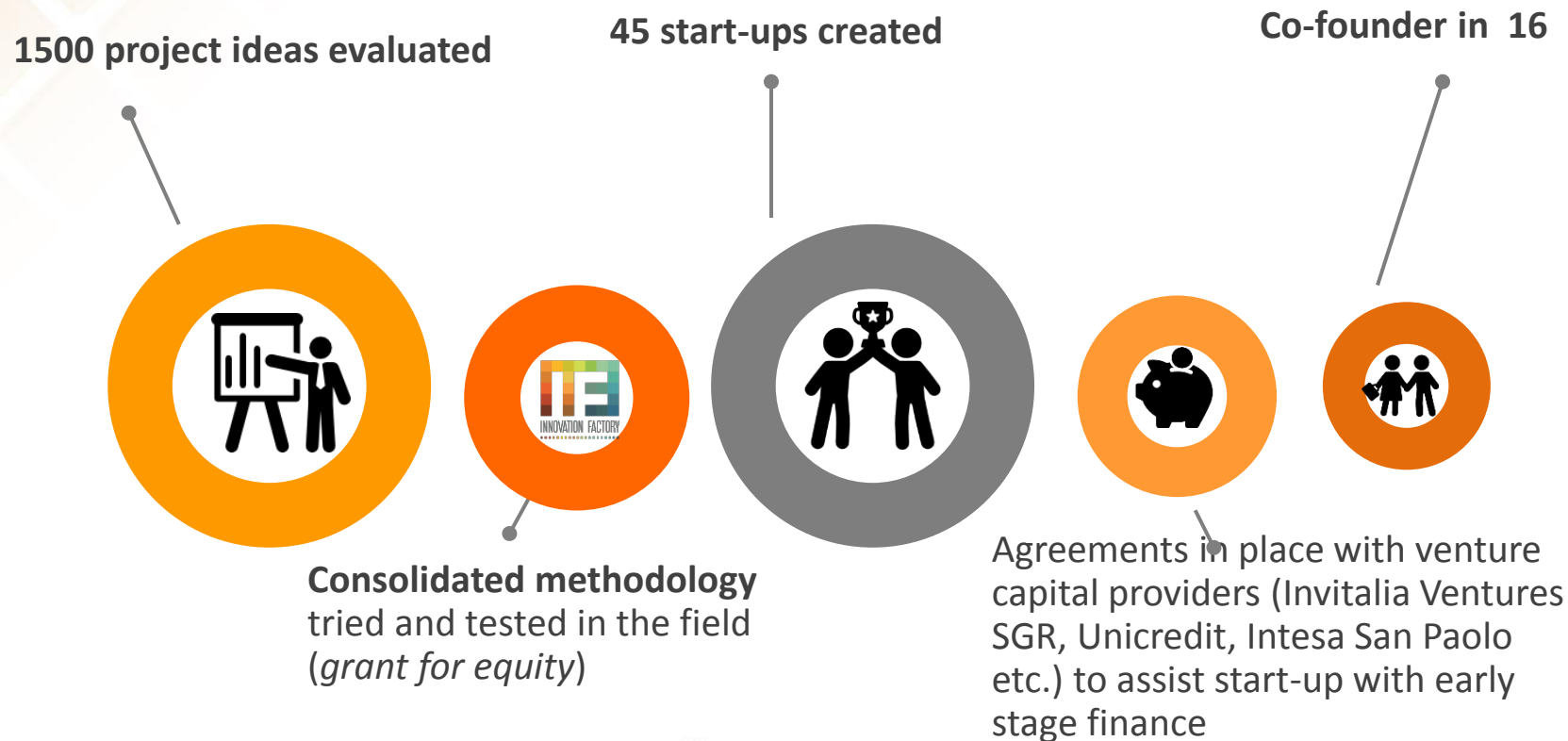


122 direct staff
2.500 total employees
(in the 3 campuses)



BUSINESS CREATION

CREATION AND ACCELERATED DEVELOPMENT OF HIGH TECH START-UPS
THANKS TO THE CERTIFIED INCUBATOR INNOVATION FACTORY



INNOVATION

VALORIZATION OF RESEARCH RESULTS AND SERVICES TO INDUSTRY, INTERNAZIONALIZATION AND NETWORKING, ADVANCED TRAINING, COORDINATION OF FVG'S RESEARCH ORGANISATIONS

Open Innovation System FVG:
on behalf of the regional government coordinates the regions science parks to supply innovation services to industry and researchers



Exports **formats nationally** (Basilicata, Calabria) and **internationally** (Balkans)



Advanced Training for multiple target groups (youth,, innovators, businesses, research organizations etc.): 5000 training hours/year



Euro projects: 3 Horizon 2020 financed, 4 InterReg programs in evaluation stage



Coordinates the activities of **47 Research Centers** // manages services for incoming and outgoing **international mobility** of researchers



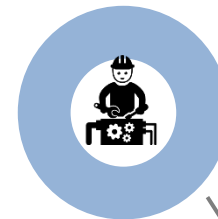
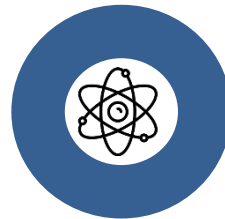
HIGH TECHNOLOGY

VALORIZATION OF PUBLIC TECHNOLOGY RESEARCH FACILITIES FOR INDUSTRIAL R&D

Majority Shareholder of **Elettra Sincrotrone**, international center specialized in the generation of high quality light sources – synchrotron and free electron laser – for applications in material science biotechnology etc.

400 employees, 100.000 m² of lab space, **32 beam lines**

5.000 hours light/year,
>1000 users from 50+ countries



Manages **OPEN LAB**: large scale research infrastructure for industry integrated with the laboratories of the Basovizza Campus

Serves manufacturing industry to develop new products and process with **advanced technologies and innovative materials**



↑ Innovation

INNOVATION:

The term innovation means a new way of doing something. It may refer to incremental, radical, and revolutionary changes in thinking, products, processes, or organizations.

A distinction is typically made between invention, an idea made manifest, and innovation, ideas applied successfully. (McKeown 2008) In many fields, something new must be substantially different to be innovative, not an insignificant change, e.g., in the arts, economics, business and government policy.

In economics the change must increase value, customer value, or producer value. The goal of innovation is positive change, to make someone or something better.

Innovation leading to increased productivity is the fundamental source of increasing wealth in an economy.

THE IMPORTANCE OF INNOVATION:

Innovation is an important topic in the study of economics, business, technology, sociology, and engineering.

Colloquially, the word "innovation" is often synonymous with the output of the process. However, economists tend to focus on the process itself, from the origination of an idea to its transformation into something useful, to its implementation; and on the system within which the process of innovation unfolds.

Since innovation is also considered a major driver of the economy, especially when it leads to increasing productivity, the factors that lead to innovation are also considered to be critical to policy makers.

Those who are directly responsible for application of the innovation are often called pioneers in their field, whether they are individuals or organizations.

(<http://en.wikipedia.org/wiki/Technology>)

INNOVATION:

The Ability to Deliver New Value to a Customer.

Author: José Campos

The author explains:

"After all, it is not innovation until the customer says it is. While most of us have traditionally associated innovation with technology advance, in a free market innovation can be as simple as a new way of doing things or a new way to create customer satisfaction".

TYPES OF INNOVATION

- **Sustaining:** An innovation that does not affect existing markets.
- **Evolutionary:** An innovation that improves a product in an existing market in ways that customers are expecting. (E.g., fuel injection)
- **Revolutionary** (discontinuous, radical): An innovation that is unexpected, but nevertheless does not affect existing markets. (E.g., the automobile)
- **Disruptive:** An innovation that creates a new market by applying a different set of values, which ultimately (and unexpectedly) overtakes an existing market. (E.g., the lower priced Ford Model T)

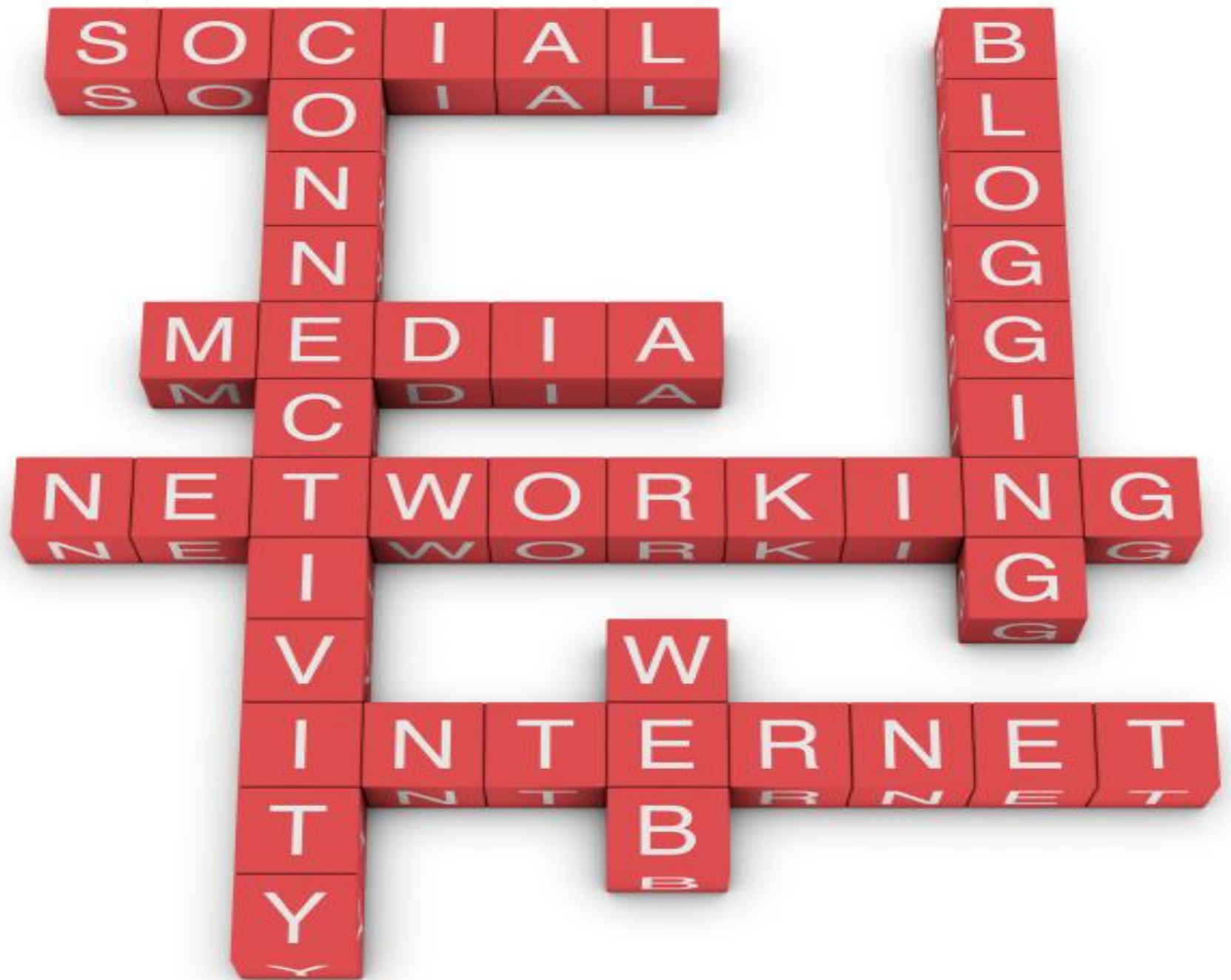
DISRUPTIVE INNOVATION

- A **disruptive** innovation is an innovation that helps create a new market and value network, and eventually goes on to disrupt an existing market and value network (over a few years or decades), displacing an earlier technology. The term is used in business and technology literature to describe innovations that improve a product or service in ways that the market does not expect, typically first by designing for a different set of consumers in the new market and later by lowering prices in the existing market.

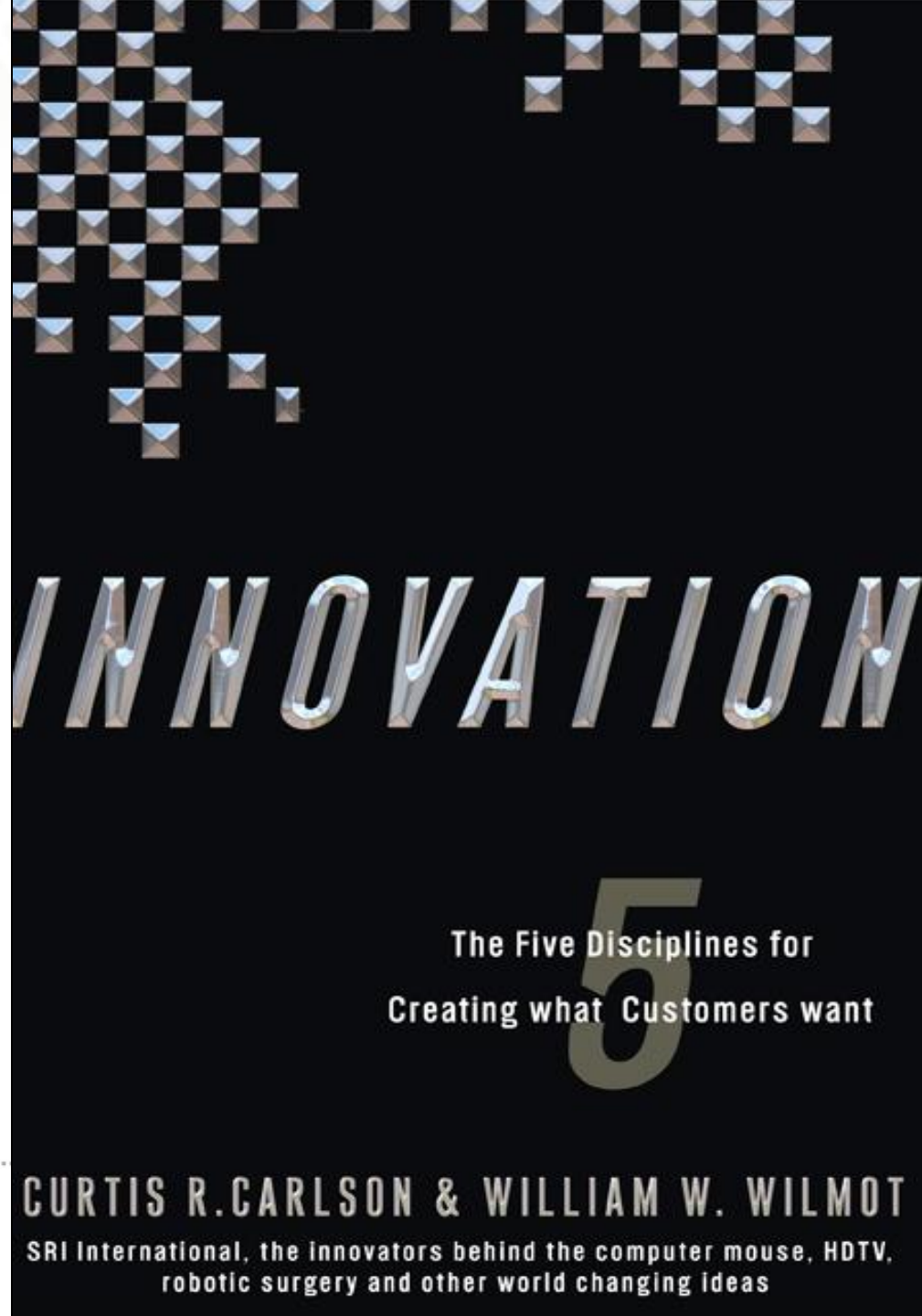
WHY INNOVATE?

1. To improve **processes**
2. To improve **products**
3. To improve **services**
4. To create **wealth**





- **THE DISCIPLINE
OF INNOVATION**
The SRI Way



INNOVATION

The Five Disciplines for
Creating what Customers want

CURTIS R. CARLSON & WILLIAM W. WILMOT
SRI International, the innovators behind the computer mouse, HDTV,
robotic surgery and other world changing ideas

THE SRI FIVE DISCIPLINES OF INNOVATION

Making high-value innovations inevitable



**Important
Customer
and Market
Needs**



**Value
Creation
Process**



**Innovation
Champions**



**Innovation
Teams**



**Organizational
Alignment**



***Customer
Value and
Company
Success***

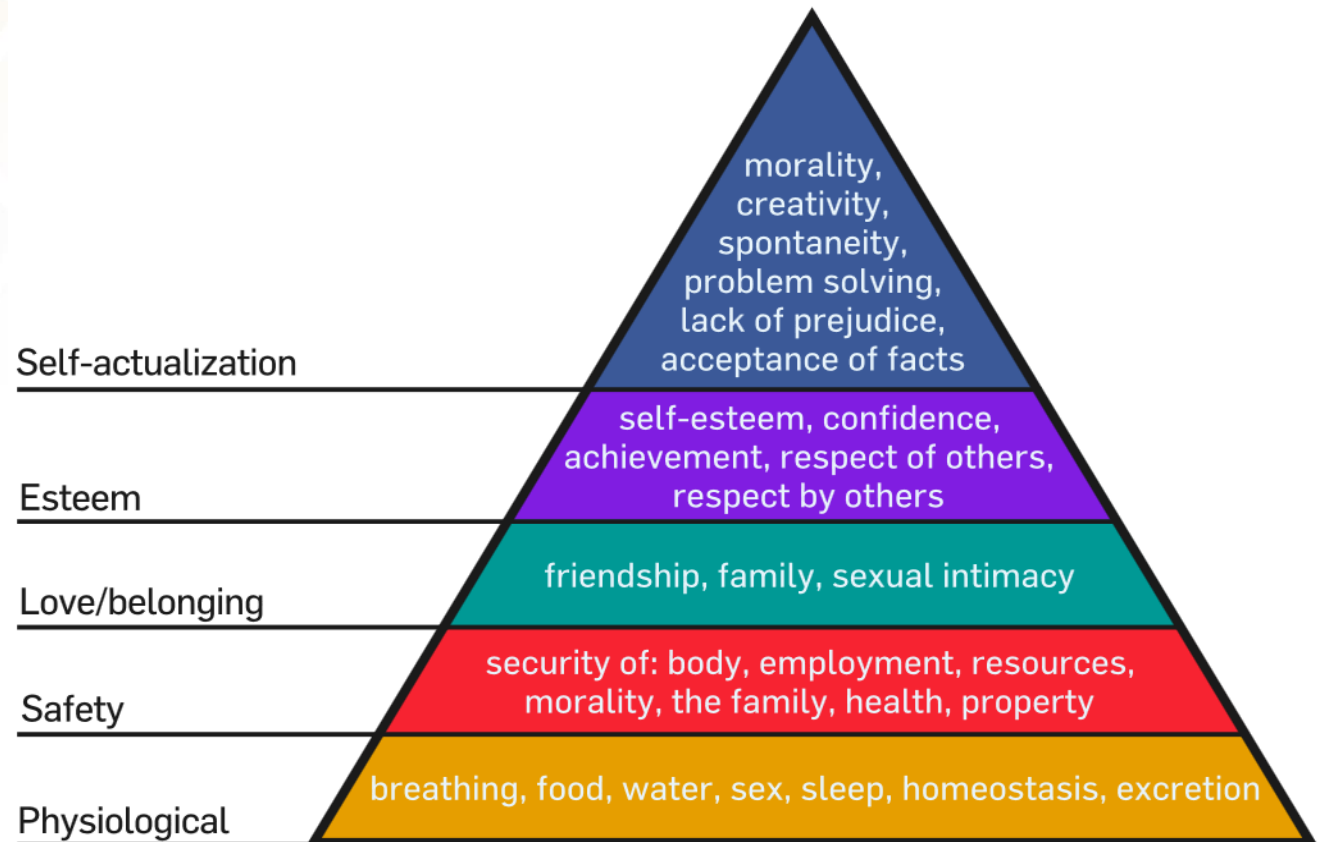
THE SRI FIVE DISCIPLINES OF INNOVATION

Important Customer and Market Need



- Important for your customer, not just interesting for you!
- Large growing opportunity in the “white space”

MASLOW'S HIERARCHY OF NEEDS



THE SRI FIVE DISCIPLINES OF INNOVATION

Value Creation



- Customer and Market Focused
- NABC Value Proposition
- Elevator pitch e Innovation Plans
- Value Creation Forums

THE SRI FIVE DISCIPLINES OF INNOVATION

Innovation Champion



- Passionate, articulate driver of the initiative
- Exemplifies all Five Disciplines of Innovation

THE SRI FIVE DISCIPLINES OF INNOVATION

Innovation Team



- Shared vision, unique, complementary skills and shared rewards
- Achieve, involve and empower
- Respect, integrity and generosity of spirit

THE SRI FIVE DISCIPLINES OF INNOVATION

Organizational alignment



- Create and deliver the highest customer value
- Align people, metrics, processes and resources
- Continuously improve, remove barriers and eliminate all non-value-adding activities - muda

THE SRI FIVE DISCIPLINES OF INNOVATION

Customer and Enterprise Success



- Focus on delivering the *highest customer value*
- Using *innovation best practices*
- Driven by *continuous improvement*

THE SRI FIVE DISCIPLINES OF INNOVATION

Making high-value innovations inevitable



Focus on delivering the ***highest customer value*** using ***innovation best practices*** driven by ***continuous improvement***

WHAT IS A VALUE PROPOSITION?

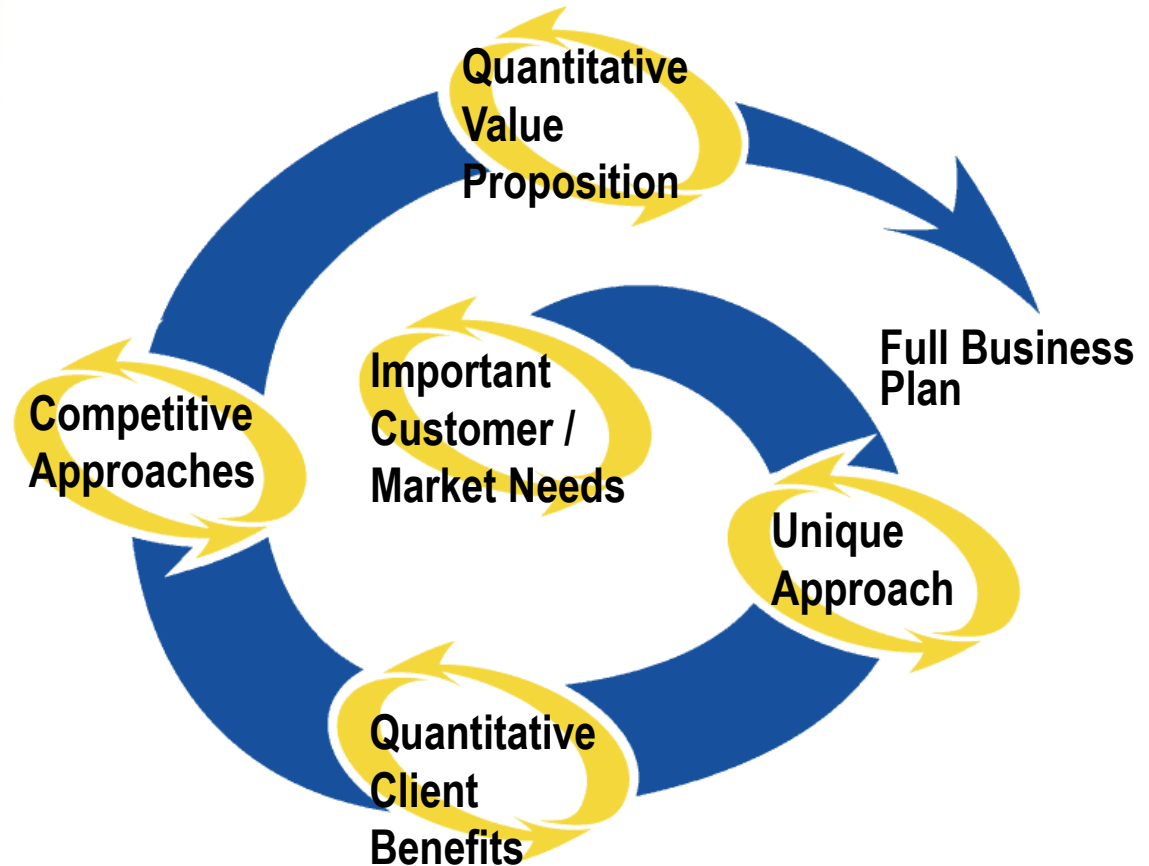
A common language to quickly develop new customer value

IMPORTANT
CUSTOMER **N**EEEDS

APPROACH

BENEFITS/
COSTS

COMPETITION



INNOVATION PLAN FUNDAMENTALS: TEMPLATE FOR CREATING NEW CUSTOMER VALUE

- **Need**
- **Approach**
- **Benefits/Costs**
- **Competition and Alternatives**

NEED

- Specific customer need: painkiller not vitamin
- Market size, growth, players and disruptions
- First market segment and beachhead customers

APPROACH

- Offering: product/service, quantitatively described
- Bring it to life: image, simulation or prototype
- Golden Nugget: sustainable differentiation
- Positioning: place in the ecosystem
- Business model: how the initiative makes money
- Go to market: implementation plan
- Financials. Investments and business projections
- Staffing: core leadership and staffing plan

BENEFITS PER COST: VALUE

- For customers
- For investors
- For staff and partners

COMPETITION AND ALTERNATIVES

- By name and specifications
- Defendable barriers to entry: e.g. IP
- Risk mitigation plan

HOW TO MAKE A GREAT VALUE PROPOSITION

- Truly understand the real NEED
- Articulate what makes your approach unique and how your IP and competitive position are protected
- Understand your potential customer and what benefits they are looking for
- Understand the competitive environment
- Iterate fast and often to perfect your presentation: be engaging, specific and quantitative
- The right presentation for the audience

QUESTIONS TO ASK YOURSELF...

- What is the Need you are addressing?
- How strongly is it perceived?
- What is the potential market size, now and in the future?
- What is a realistic market penetration?
- Over what timescale?
- What is the life cycle of your product?
- What else is out there/coming soon?

UNDERSTAND YOUR CUSTOMER

- Who is your potential customer?
 - Where are they?
 - How will your product reach them?
 - How will your message reach them?
 - How will they use your product?
 - How often will they use your product?
- Is your product a solution in search of a problem?

WHAT INITIAL VALUE PROPOSITIONS LOOK LIKE

They are hard to create and make quantitative

n A b c

Typical from technical folks

N a b C

What VCs want to see first



Questions?



THANK YOU!

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